

Agency Strategic Plan

Department of Forensic Science

Agency Mission, Vision, and Values

Mission Statement:

The Department of Forensic Science's mission is to protect the public's safety, support law enforcement and the judiciary, and advance the growth and understanding of forensic science by the following:

- Perform accurate, relevant, reliable, thorough and timely analyses and examinations of evidence;
- Convey the results of analyses and examinations through clear, objective, balanced, and easily understood reports, consultations and testimony;
- Train law enforcement, the judiciary and the public in the use and understanding of forensic science; and,
- Develop, provide and maintain evidence collection resources.

Agency Vision:

We envision the Department of Forensic Science (DFS) as a nationally-recognized leader that protects the public, ensures a fair and effective criminal justice system, increases transportation safety and improves the state and understanding of forensic science by:

- Consistently providing the highest possible standard of timely and accurate analyses and examinations;
- Providing law enforcement agencies with important investigative information in a timely manner through the maintenance and use of appropriate databases;
- Conveying trustworthy, impartial information through reports, consultations, training, and testimony; and,
- Supporting law enforcement with state-of-the-art training and resources to improve criminal investigations and enhance evidence collection.

Agency Executive Progress Report

Current Service Performance

The Department operates four laboratories in the Commonwealth; Northern Lab in Fairfax, Central Lab in Richmond, Eastern Lab in Norfolk, and Western Lab in Roanoke. The DFS headquarters is co-located with the Central Lab. The agency provides four major products and services to its customers:

Analysis and examination of forensic evidence
Communicating the results of analysis and examination
Training in forensic evidence
Providing evidence collection resources

Analyzing and examining evidence:

As any devotee of modern television crime scene drama knows, forensic science is more than just DNA testing. The department provides forensic analyses and examinations in the following disciplines:

- Forensic Biology: analysis and comparison of biological material, i.e., DNA analysis
- Controlled Substances: analysis of licit and illicit drugs (controlled substances)
- Forensic Toxicology: analysis of post-mortem biological materials for poisons and their amounts; e.g., alcohol, drugs, etc.
- Trace Evidence: examination and comparison of such evidence as paint, explosives, glass, fire debris, gunshot residue, hairs and fibers, fracture matches, fabric separations and general chemicals
- Firearms/Toolmarks: examination and comparison of firearms, ammunition, and toolmarks

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- Latent Prints/Impressions: development, examination and comparison of fingerprints, tire prints and shoe prints
- Forensic Imaging: enhancement of photographic and video and audio recordings
- Questioned Documents: examinations and comparisons of handwritten and machine generated documents (or their components), generally in an effort toward establishing authenticity or origin
- Blood Pattern Analysis: examination of deposited blood to provide for reconstruction of the course of events and possibly a sequence of events

The bulk of evidence received (~99%) is submitted by law enforcement agencies and medical examiners. The remainder comes from Commonwealth's attorneys and court-ordered examinations for defense attorneys. From FY 1999 to FY 2004, the number of new cases submitted to the laboratory for testing increased 17.8%. Forensic Biology, DNA, was the discipline that has been growing the fastest and grew at the rate of 111% for this period.

Communicating the results of analyses and examinations

DFS conveys the results of analyses and examinations to its customers through the following:

- Preparation of official reports (Certificates of Analysis) on the results of analyses and examinations that can be used in court as evidence
- Consultations with criminal investigators concerning the results and how to interpret them
- Pre-trial consultations with prosecutors and defense attorneys in preparation for court proceedings
- Providing expert witness testimony in courts of law

Training in forensic evidence

- The Department's Forensic Training Section administers the Virginia Forensic Science Academy, a 9-week school of crime scene technology for twelve law enforcement personnel twice a year. It also offers approximately 20-30 programs of varying length and complexity, exposing about 600 - 700 officers annually to technical training.
- The Breath Alcohol Program trains and licenses breath test instrument operators. These instruments are used to measure and document the amount of alcohol is in an individual's blood by testing one's breath. This evidence can be used in court. Performance is measured in the number of law enforcement personnel who are trained and licensed.
- DFS trains prosecutors (through the Commonwealth's Attorneys' Services Council) and judges (through judicial conferences) in the use and understanding of forensic evidence.

Providing evidence collection resources

The DFS supports the 309 law enforcement agencies of the Commonwealth with the following:

- Develops and publishes lists of field test kits approved for the presumptive chemical testing of materials for controlled substances and of preliminary breath test devices
- Provides law enforcement agencies with physical evidence recovery kits for biological evidence, recovery kits for gun shot residue, and blood tubes for submission of blood for DUI/DUID testing
- Provides, services, and certifies 220 breath test instruments located around the Commonwealth

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Productivity

Consistent with the national trend, the Department of Forensic Science (DFS) is being faced with increasing demands for the analysis of physical evidence to determine the guilt or innocence of a suspect. Issues confronting DFS, including the escalating case backlogs, were reviewed this past year by the Crime Commission. The long time frames for testing were found to be particularly problematic given the speedy trial provisions in §19.2-243 of the Code of Virginia. Depending on case specifics, an accused could potentially escape prosecution if trial is not commenced within 150-250 days from the date of arrest, indictment, presentment or finding of probable cause. According to several Commonwealth's Attorneys and law enforcement officials interviewed by the Crime Commission, the delays in DFS lab certificates have resulted in court continuances, increased pre-trial jail incarceration costs and cases having to be nolle prossed due to concerns over speedy trial provisions.

Indicators of how well (or poorly) the DFS is meeting its obligation to criminal justice agencies include the number of cases backlogged and the turn around time (TAT) for a case. The backlog is the number of cases that have not been completed as of any given time. TAT is the amount of time in days that a case has been in the DFS from receipt until completion. The average TAT for a case in CY 2004 was 81 days. The highest TAT was in forensic biology with 215 days; the lowest, 29 days in forensic toxicology. When results are not available because of high turn around times, investigations and prosecutions of these cases are hampered or thwarted in the adjudication of criminal cases. Cases must be continued or even dismissed when results are not available and speedy trial requirements are not met. Often the guilty remain free to commit further crimes while the evidence that could convict them languishes in a laboratory evidence room for months or longer. Similarly an innocent individual must remain under a cloud of suspicion or even be incarcerated until the forensic testing that would ultimately exonerate him is forthcoming.

DFS is a leader in the implementation of automation in our analytical protocols to increase the productivity of our personnel. However, the increases in productivity during the past 5 years have not kept pace with the increased case submissions by law enforcement agencies. The expansion of the DNA CODIS (Combined DNA Index System) data base, IAFIS (Integrated Automated Fingerprint Identification System), and the Firearms NIBIN (National Integrated Ballistic Information Network) data base has provided greater success rates on non-suspect cases which in turn has further increased the number of submissions. The awareness of the public of forensic science capabilities due to prime time television has contributed to the increased awareness by investigators, and also by jurors who are influencing the courts to expect a greater reliance on physical evidence. This has further increased the number of case submissions.

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Major Initiatives and Related Progress

- National Institute of Justice grants for DNA data bank, DNA no-suspect cases, backlog reduction and capacity enhancement
- Federal (Byrne) grants for overtime and equipment
- Limiting items that DFS will test; i.e., not processing evidence in the following categories: simple drug possession and non-sex misdemeanor cases for DNA, baggie corners for latent prints, touch evidence for DNA and drug paraphernalia
- Partnering with Commonwealth's Attorneys and law enforcement to delay submission of evidence on misdemeanor drug possessions and reduce initial submissions on major cases to the most probative
- A revised compensation plan for Forensic Scientists to address salary problems in recruitment of experienced examiners and retention of staff
- Training of fellows by the Virginia Institute of Forensic Science and Medicine (VIFSM) to provide a consistent supply of new, qualified scientists for expanded disciplines
- Development of a new Northern Laboratory building through the Public Private Education Facilities and Infrastructure Act (PPEA) to allow expansion of staff, to provide local capacity for case receipts, and to re-establish questioned documents and trace evidence sections in that laboratory
- Expansion of the Eastern Laboratory to meet the space needs resulting from forensic biology and firearms case submissions
- Addition of mitochondrial DNA services in the Central Laboratory
- New laboratory information management system with the next development phase to provide electronic data entry by contributors and a future capability for status inquiry and viewing reports by law enforcement agencies and the Commonwealth's Attorneys
- Establishing a program (Forensic Professional Achievements Program) to reward forensic scientists for improving their professionalism through continuing education and training and participation in professional organizations

Virginia Ranking and Trends

The Department and its four laboratories earned their initial accreditations from the American Society of Crime Laboratory Directors Laboratory Accreditation Board (ASCLD/LAB) in 1989. Every five years since then, the system has been re-accredited, most recently in 2004. ASCLD/LAB offers accreditation to forensic laboratories that exhibit strict compliance to a large number of rigorous quality standards. The accreditation program is voluntary and open to any crime laboratory. The program's criteria address all areas of the laboratory's operations including management, personnel training and qualifications, technical operations, evidence handling, proficiency testing, lab security, and health and safety. Compliance to these standards is assessed through a comprehensive and thorough inspection performed by an external team of ASCLD/LAB trained inspectors. There are 145 standards that are rated as either Essential, Important or Desirable. In order to be granted accreditation, a laboratory must meet 100% of the 78 Essential criteria, 75% of the 47 Important criteria and 50% of the 20 Desirable criteria. Accreditation is granted for a period of five years during which time the ASCLD/LAB Proficiency Review Committee reviews Proficiency Test results for each accredited discipline and requires an annual audit report be submitted to the ASCLD/LAB standards.

Customer Trends and Coverage

- DFS provides forensic services to all law enforcement agencies and the Agency is experiencing greater demand from all agencies without regard for type, size or geographic area
- Defense attorneys are seeking more court-ordered exams on behalf of their clients
- Innocence Project advocates and the media on the national level are placing greater scrutiny on forensic services and this trend requires significant resources to respond to inquiries and allegations
- The public as well as the law enforcement community have a much greater desire to expect more forensic analyses of evidence as well as improved capabilities as a result of the high profile of forensic science today in the media
- User agencies are requesting enhanced training opportunities for investigators
- Increasing requests for information under the Freedom of Information Act and discovery/court orders/subpoenas duces tecum for information and records

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Future Direction, Expectations, and Priorities

- Greater demand for the examination of physical evidence
- Increased jury expectations due to prime-time television “education” or increased awareness of the capabilities of forensic science laboratories
- DFS’s requirements for increased resources to provide more rapid turn around time on cases and information inquiries
- Establishment of an analytical mitochondrial DNA capability
- Increasing the number of attendees in the Forensic Science Academy

Impediments

- Expanding the work force to provide capacity to meet growing demand
- Replacement of retirement age scientist with the concomitant loss of expertise
- Maintaining state-of-the-art scientific instrumentation which has a 7-year life cycle
- Lack of control over the volume of work submitted and changes in the law

Agency Background Information

Statutory Authority

DFS’s authority as addressed in the Code of Virginia:

- Provide forensic laboratory services to law enforcement agencies throughout the Commonwealth in any criminal matter (§ 9.1-1101). Perform court ordered testing requested by the defense (§ 9.1-1104).
- Operate the Forensic Science Academy to provide advanced training to law enforcement personnel in the recognition, collection and preservation of evidence during the investigation of crimes (§ 9.1-1103).
- Maintain and certify the evidential breath test equipment used by law enforcement personnel throughout the Commonwealth. Train and license law enforcement personnel to perform breath testing of persons suspected of driving under the influence of alcohol (§§ 18.2-268.9, 29.1-738.2 and 46.2-341.26:9).
- Perform analyses on blood samples submitted in connection with investigations of suspected cases of Driving Under the Influence of Alcohol and/or Drugs (§§ 18.2-268.6 and 268.7, 29.1-738.2 and 46.2-341.26:6 and 341.26:7).
- Maintain a DNA data bank of the DNA profiles of convicted felons (§ 19.2-310.2 et seq.), juveniles convicted of a felony or adjudicated delinquent for an offense that would be a felony if committed by an adult provided the juvenile was 14 years of age or older at the time of the commission of the offense (§ 16.1-299.1); and persons arrested for any violent felony or for certain burglaries (§ 19.2-310.2:1 et seq.).
- Test and approve field test kits for use by law enforcement officers in the field to identify controlled substances (§ 19.2-188.1).
- Store, preserve and retain human biological evidence as ordered by the court in all death penalty cases and in felony cases when requested by the defense (§ 19.2-270.4:1). Pursuant to court order, perform post-conviction DNA analysis on evidence (§ 19.2-327.1).

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Customer Base:

Customer Description	Served	Potential
Circuit courts (in 31 circuits)	122	122
General District and Juvenile & Domestic Relations Courts (32 districts)	32	32
Office of the Chief Medical Examiner	4	4
Offices of Commonwealth's Attorneys	120	120
Other law enforcement agencies and state agencies (statewide)		
Sheriff's offices and police departments	307	307

Anticipated Changes In Agency Customer Base:

The Department operates four laboratories in the Commonwealth; Northern Lab in Fairfax, Central Lab in Richmond, Eastern Lab in Norfolk, and Western Lab in Roanoke. The DFS headquarters is co-located with the Central Lab. The agency provides four major products and services to its customers:

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The Department will be impacted by the following;

- Growth of law enforcement agencies
- Increasing knowledge and expertise of law enforcement agencies in evidence collection
- Increasing number of drug task forces that also include federal agents
- Greater emphasis on the use of forensic evidence in prosecutions because of a perception, real or otherwise, that the juries demand it
- Access to the Department's laboratory information management system by prosecutors and investigators for the status of examinations and reports of results

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Agency Products and Services:

Current Products and Services

The agency provides four major products and services to its customers:

- Analysis and examination of forensic evidence
- Communicating the results of analysis and examination
- Training in forensic evidence
- Providing evidence collection resources

Factors Impacting Agency Products and Services

- The increasing number of cases submitted by law enforcement agencies and the increasing number of items of evidence collected from a crime scene.
- Retention of forensic examiners and technical support personnel
- Keeping up with the ever changing state of forensic analysis
- Increased public awareness of forensic science and the resulting expectations of juries
- Expanding technology with the associated time requirements for forensic examinations
- Database development that provides forensic examinations on new types of physical evidence
- Cold cases/post-conviction testing/audits and reviews
- Laboratory space to house requisite number of examiners and support staff

Anticipated Changes in Agency Products and Services

- DFS provides forensic services to all law enforcement agencies, medical examiners and prosecutors and the Agency is experiencing greater demand from all agencies without regard for type, size or geographic area
- Defense attorneys are seeking more court-ordered exams on behalf of their clients.
- Innocence Project advocates and the media on the national level are placing greater scrutiny on forensic services and this trend requires significant resources to respond to inquiries and allegations.

Agency Financial Resources Summary:

DFS funding is 100% general fund, except for federal and state grant sources for one-time expenditures, such as equipment, overtime, new technology and mandated training.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$28,062,535	\$0	\$28,062,535	\$0
Changes To Base	\$4,502,993	\$0	\$4,160,897	\$0
AGENCY TOTAL	\$32,565,528	\$0	\$32,223,432	\$0

Agency Human Resources Summary:

Human Resources Overview

As of July 1, 2005, the newly formed Department of Forensic Science has an authorized FTE level of 282 with 55 positions vacant (38 are new effective FY06). Additionally, the agency uses 38 wage positions to supplement staffing.

The agency utilizes 21 different roles. The top six roles utilized at the agency includes: (1) Forensic Scientist II with 107 employees; (2) Forensic Scientist III with 28 employees; (3) Forensic Scientist Manager I with 16 employees; (4) Administrative and Office Specialist III with 15 employees; (5) Security Officer III with 12 employees; and, (6) Laboratory and Research Specialist II with 11 employees. These six roles account for approximately 67% of the available manpower of the agency.

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Full-Time Equivalent (FTE) Position Summary

Effective Date:	7/1/2005
Total Authorized Position level	282
Vacant Positions	56
Non-Classified (Filled).....	1
Full-Time Classified (Filled)	223
Part-Time Classified (Filled)	2
Faculty (Filled)	0
Wage	38
Contract Employees	0
Total Human Resource Level	264

Factors Impacting Human Resources

- The Department received an additional 38 positions for FY 06. It is anticipated that 14 Forensic Scientists will be available to compete from the Virginia Institute of Forensic Science and Medicine. If the Department successfully competes for these available Forensic Scientists, then approximately 21 Forensic Scientist positions will need to be filled from within the relevant labor market.
- The salary compression issue (the Department's salary lag in comparison to the current market) was addressed in the 2005 session budget amendments.
- High turn-over in forensic examiner and technical support staff positions results in ongoing recruitment actions by HR and technical staffs. Since January 1, 2000, DFS has lost 36% of its staff due to turnover. The most frequent reason for employees leaving DFS has been to obtain higher paying positions. Forensic Scientists leaving DFS for higher pay have gone to the Drug Enforcement Administration (DEA), Federal Bureau of Investigation (FBI), Bureau of Alcohol, Tobacco, and Firearms (ATF), the Secret Service, and the Army Crime Laboratory.
- Increasing workload pressuring the existing workforce continues to be experienced by the Agency. From FY 1999 to FY 2004, the number of new cases submitted to the laboratory for testing increased 17.8%. Forensic Biology, DNA, was the discipline that has been growing the fastest and grew at the rate of 111% for this period.
- The agency will continue to explore opportunities for leveraging technology for workforce savings.
- Due to elevation of the Agency to the Department of Forensic Science, considerable additional resources will be needed to cope with the added administrative positions and roles which must be assumed by DFS from DCJS. This plan will be finalized in September 2005.

Anticipated Changes in Human Resources

- Due to the national shortage of qualified forensic scientists, the Virginia Institute of Forensic Science and Medicine (VIFSM) provides the primary source of forensic scientists to fill the growing demand. General funds have been made available to continue this necessary training. There are currently 14 students in the program who will complete their training in September of 2005 and be ready to accept employment in the Department of Forensic Science.
- As a result of the 2005 legislative session budget amendments, salaries have been adjusted, allowing the Department to be more competitive in its recruiting.

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Agency Information Technology Summary:

Current State / Issues

DFS deployed its new Laboratory Information Management System (LIMS) in November 2004. A partnership was established between the developer (TCSC), Microsoft, HP and DFS to design a LIMS that would be marketable by TCSC using state of the art Microsoft software. The contract allows DFS access to all LIMS enhancements throughout the term of contract. The original contract provided five years of maintenance, upgrades and support, at no additional cost, and an additional year of free maintenance, upgrades and support for each LIMS sold by TCSC. Currently, two other states have purchased the system, providing DFS with an additional two years of maintenance, upgrades and support. DFS must maintain its current Microsoft license agreement (Enterprise Agreement) to upgrade and ensure compatibility with the LIMS software. DFS also must upgrade and maintain the desktop computers and servers to run LIMS.

DFS maintains building access control systems at each of its four laboratories to ensure safety of its personnel and to meet its mandate to protect evidence (§9.1-1102). These are as old as the buildings themselves. As building access control systems age, they become obsolete and less reliable, e.g. lock replacement costs are now at \$2,000 each. DFS must provide a safe environment for its personnel and a secure environment for evidence by maintaining a state of the art building access system that is controlled centrally.

Factor Impacting Information Technology

- Evidence and cases submitted to DFS continue to increase, driving up the number of FTEs required to meet agency standards. These positions will require purchasing PCs, network switches and software licenses for which we were not funded.
- The Laboratory Information Management System (LIMS) is designed to increase examiner efficiency by allowing the electronic recording of bench notes using wireless tablet PCs. When this is implemented, DFS will need to purchase tablet PCs and install wireless technology.
- Aging building access control systems can adversely effect the working environment and security of evidence. This will require DFS to update the access control system.
- The resources consumed from the transformation from a division to a department and the additional administrative burdens required by VITA may affect DFS's ability to serve its internal and external Information Technology customers.

Anticipated Changes / Desired State

- By the end of CY 05, DFS will have expanded its web-based systems to allow DMV personnel access to DUI and DUID data. DMV requested this service and provided a grant for this development.
- Piggy-backing the DMV project above, by the end of CY 05, DFS will implement and maintain a web-based system that will provide the law enforcement community with the ability to submit Requests for Laboratory Examination (RFLE) electronically. This will improve our efficiency by greatly reducing or eliminating the data-input time now required.
- DFS will need to update its computer resources. The life-expectancy of this equipment is three years; however, the agency is pushing five years on much of this equipment.
- DFS requires a state of the art building access control system at each lab that can be maintained and controlled at a central location.
- DFS must maintain its LIMS.

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Agency Information Technology Investments:

	<u>Cost-Fiscal Year 2007</u>		<u>Cost-Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Major IT Projects	\$0	\$0	\$0	\$0
Non-Major IT Projects	\$0	\$0	\$0	\$0
Major IT Procurements	\$0	\$0	\$0	\$0
Non-Major IT Procurements	\$1,605,000	\$0	\$360,000	\$0
Totals	\$1,605,000	\$0	\$360,000	\$0

Agency Capital Investments Summary:

Current State / Issues

The Department of Forensic Science operates four laboratories in state-owned facilities in Richmond, Fairfax, Norfolk, and Roanoke. Facility management is provided with two classified employees in the Division of Administration and Finance and operations and maintenance contract personnel in each location. Each facility also houses the Office of the Chief Medical Examiner. In addition, the Norfolk facility houses Norfolk health department agencies.

- Central Laboratory / Department Administration Offices (Richmond). The facility was completed in 1997 to house the laboratory and the Division administrative staff. The 135,000 square foot facility is at maximum capacity. Federal grant-funded renovation has expanded the biology (DNA) and firearms laboratories. Options to sub-divide other administrative spaces and re-configuration of office systems furniture to provide added office spaces has optimized space usage to the point that no internal modifications are feasible to add staff. The site and facility do not provide options for capital outlay expansions. While renovating existing office space will accommodate some of the additional management/administrative positions added because of department status, the bulk cannot be accommodated in the present facility. Funding will need to be obtained to lease additional space.
- Northern Laboratory (Fairfax). This 30,000 square-foot structure is the oldest of the four. It was completed in 1989 before the advent of DNA technology. The site lacks expansion options. To accommodate implementing DNA analysis, two lab disciplines were eliminated requiring evidence to be transported to the Central Lab for examination. DFS needs a new facility in Northern Virginia. The Department of General Services is effecting the purchase of 10 acres in Prince William County to accommodate a new Northern Virginia Laboratory.
- Eastern Laboratory (Norfolk). The Eastern Laboratory is located on the fourth floor of a building completed in late 1999. It occupies 36,000 square-feet and is at capacity. This building has 6,000 square feet of unoccupied space on the fifth floor. \$1.2 million was provided by the 2005 session of the General Assembly to expand laboratory operations into this space in FY2006.
- Western Laboratory (Roanoke). This laboratory was completed in 1995. The current staffing exceeds the staffing projections and constructed space of the building. Although there was a plan for expansion, capital outlay funded expansion is not feasible on the limited site size (two acres).

Factors Impacting Capital Investments

- From FY 1999 to FY 2004, DFS's workload has increased by 17.8%.
- On July 1, 2005, DFS's number of FTE positions increased by 15.6%.
- As yet, an undetermined number of administrative FTEs will be added due to DFS becoming a Department.

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Capital Investment Alignment

DFS's mission, to perform forensic analyses, communicate its results, train, and provide evidence collection resources requires adequate space for performing this mission. These areas support Virginia's long term objectives by improving public safety, supporting the fairness and effectiveness of the criminal justice system, supplying the evidence and equipment to remove persons using drugs and alcohol from Virginia's roadways, providing national leadership in forensic science, and enhancing the knowledge of forensic science for law enforcement, the courts and the citizens of the Commonwealth.

Agency Goals

Goal #1:

Ensure that Virginia receives accurate and timely forensic services.

Goal Summary and Alignment:

This goal directly supports DFS's mission to provide accurate and timely forensic analyses and examinations. It further aligns with Virginia's long-term objectives by providing forensic science services to use in court proceedings, thereby improving public safety. Additionally, it supports the fairness and effectiveness of the justice system, by giving objective evidence from which to determine guilt or innocence of criminal suspects. The goal also supports safe transportation in Virginia by supplying the evidence and equipment to remove persons using drugs and alcohol from Virginia's roadways. The use of advanced forensic services provides national leadership in the forensics field, contributing to Virginia's reputation as the best managed state in the nation, while engaging Virginia's citizens and assuring them that their safety and judicial interests are served.

Statewide Goals Supported by Goal #1

- Engage and inform citizens to ensure we serve their interests.
- Be recognized as the best-managed state in the nation.
- Protect the public's safety and security, ensuring a fair and effective system of justice and provide a prepared response to emergencies and disasters of all kinds.
- Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

Goal #2:

Enhance the quality and use of forensic evidence to improve public safety through fair and effective court proceedings.

Goal Summary and Alignment:

This goal directly supports DFS's mission to train law enforcement, courts and the public on forensic science, and to develop, provide, and maintain evidence collection resources. It further aligns with Virginia's long-term objectives by improving the quality of forensic science services to use in court proceedings that convict criminals, thereby improving public safety. Additionally, it supports the fairness and effectiveness of the justice system, by improving the quality of objective evidence from which to determine guilt or innocence of criminal suspects. The goal also supports safe transportation in Virginia by improving the quality of evidence and equipment used to remove persons using drugs and alcohol from Virginia's roadways. Improving the quality of evidence collection and its use provides national leadership in the forensics field, contributing to Virginia's reputation as the best-managed state in the nation, while engaging Virginia's citizens and assuring them that their safety and judicial interests are served.

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Statewide Goals Supported by Goal #2

- Engage and inform citizens to ensure we serve their interests.
- Be recognized as the best-managed state in the nation.
- Protect the public's safety and security, ensuring a fair and effective system of justice and provide a prepared response to emergencies and disasters of all kinds.
- Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

Goal #3:

Exceed expectations for developing and maintaining appropriate human resources, responsible procurement practices, sound financial management and prudent technology use, while accomplishing the agency's objectives.

Goal Summary and Alignment:

This goal supports Virginia's long-term objectives by ensuring exemplary management practices. Such practices will enhance Virginia's economy by maintaining a fiscally sound government that will attract and retain business investment. These practices also will instill Virginia's citizens with confidence that their government is a responsible steward of their resources.

Statewide Goals Supported by Goal #3

- Be a national leader in the preservation and enhancement of our economy.
- Engage and inform citizens to ensure we serve their interests.
- Be recognized as the best-managed state in the nation.